

City of Frisco, Texas **2006 COMPREHENSIVE PLAN**

Chapter 8: *Implementation Strategy*

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2006 COMPREHENSIVE PLAN

By embodying information and standards concerning inter-relationships, the plan can provide a pattern against which specific proposals for a use or building may be viewed. As such, it represents recognition of the fact that the value of each specific thing is determined only in relation to things outside itself, and that therefore, one must have a guide to things outside in order to make intelligent decisions about the specific thing. Through its use as a checklist, a more accurate realization of the consequences of any specific planning action may be acquired. And to the degree that the plan carries weight, a touchstone upon which to judge the merit of a proposed action is provided.

– *Classic Readings in Urban Planning, Chapter 3: Comprehensive Planning (1995)*

Introduction

Truly successful communities have a vision for their future. They set forth clear principles and actions, as well as a policy direction aimed at creating that vision. Then they have a practical and specific set of techniques and priorities for carrying out that direction. This chapter completes Frisco's *Comprehensive Plan* by providing implementation techniques and priorities that cohesively address the principles, actions, and policies established herein.

Planning is essential to setting the stage for quality growth and development in any community. Implementation is essential to carrying out the vision for planning. Techniques for implementation prescribe methods that should be taken to achieve the principals and policies expressed in the Plan. Implementation must be designed so that it can begin immediately after a plan is approved. The Plan must be structured to provide direction for decision-makers and stakeholders for successful implementation.

Frisco has a history of comprehensive planning. The related implementation of its planning efforts has helped the City become a highly desirable place to live, work, play, and grow—and therefore, one of the fastest growing communities in the United States. The Millennium Plan has been the City's long-range planning guide since its adoption in 2000; the City implemented numerous programs and projects as a result of the recommendations within the Millennium Plan. With this specific *Implementation Strategy*, this *2006 Comprehensive Plan* seeks to continue Frisco's action-oriented approach to planning and implementation.

This chapter of the Comprehensive Plan includes recommendations that will implement the principals and policies stated in previous chapters. This *Implementation Strategy* is structured into a coordinated action program so that City leaders, staff, and other decision-makers can easily identify the steps that are necessary to achieve the vision for Frisco described within this Plan. This chapter is organized into ten sections. The first nine sections describe each of the primary techniques that should be considered in implementing this Plan. The final section provides an overall listing of prioritized implementation actions, for the short- and long-term. These priorities are correlated to the *Comprehensive Plan* chapter they are discussed within and the appropriate action from Chapter 3 (*Principles & Actions*) to which they relate.

CHAPTER 8: IMPLEMENTATION STRATEGY



This chapter of the Plan should be viewed as the initial action plan for implementation. It should be updated as progress occurs on these items. That process of taking action, reporting on results, and updating the priorities is necessary to respond to change and to keep the Plan current, while implementing the Plan’s overall policies.

General Use of the Comprehensive Plan

A Guide for Daily Decision-Making

The physical layout of the City is a product of previous efforts put forth by many diverse individuals and groups. In the future, each new development that takes place—whether it is a subdivision that is platted, a home that is built, or a new school, church or shopping center that is constructed—represents an addition to Frisco's physical form. The composite of all such efforts and facilities creates the City as it is seen and experienced by its citizens and visitors. For planning to be effective, it must guide each and every individual development decision. The City should consider the Comprehensive Plan in its decisions, such as decisions regarding infrastructure improvements, zoning ordinance amendments, and projects and programs to implement. The development community should incorporate the broad concepts and policies of the Plan so that their efforts become part of a meaningful whole in planning the City.

A Flexible Guide

PLAN AMENDMENTS

This Comprehensive Plan is intended to be a dynamic planning document for Frisco — one that responds to changing needs and conditions. The full benefits of the Plan for the City can only be realized by maintaining it as a vital, up-to-date document. As changes occur and new issues within the City become apparent, the Plan should be revised. By such action, the Plan will remain current and effective in meeting the City's decision-making needs.

Plan amendments should be made after thorough analysis of immediate needs, as well as consideration for long-term effects of proposed amendments. The City Council and other City officials should consider each proposed amendment carefully to determine whether or not it is consistent with the Plan's principles, actions, and policies, and whether it will be beneficial for the long-term health and vitality of the City.





ANNUAL REVIEWS

Annual reviews of the *Comprehensive Plan* should be undertaken with respect to current conditions and trends. The Comprehensive Plan Advisory Committee (CPAC) members have been invaluable to this comprehensive planning process, and they have a knowledge-base that would provide great insight during periodic reviews of this Comprehensive Plan. The CPAC members should be kept informed about development, re-zonings, capital improvements made as a response to this Plan, etc. They should be asked to reconvene annually to help the City review this document.

Following a CPAC review meeting, the Planning & Zoning Commission would review the CPAC's recommendation on priorities. A report on the findings of the CPAC and Planning & Zoning Commission should then be prepared by City staff and presented to the City Council. Those items that appear to need specific attention should be examined in more detail, and changes and/or additions should be made accordingly. By such periodic reevaluations, the Plan will remain functional, and will continue to give civic leaders effective guidance in decision-making. Periodic reviews of the Plan should include but are not limited to consideration of the following:

- ❖ The City's progress in implementing the Plan;
- ❖ Changes in conditions that form the basis of the Plan;
- ❖ Adjustments needed related to capital expenditures;
- ❖ Changes to the City's regulations or programs;
- ❖ Adjustments of Comprehensive Plan priorities; and
- ❖ Changes in State laws.

FIVE-YEAR REVIEW & UPDATE

In addition to periodic annual review, the Comprehensive Plan should undergo a thorough review and update every five years. The review and updating process should begin with the establishment of a citizen committee similar to the CPAC that was appointed to assist in the preparation of this Plan. It would also be beneficial to have several CPAC members serve on such a citizen committee; this would provide a cohesive link between this Comprehensive Plan and these five-year updates. Specific input on major changes should be sought from various groups, including property owners, neighborhood groups, civic leaders, developers, business owners, and other citizens and individuals who express an interest in the long-term growth and development of the City.

Zoning Ordinance

Zoning is perhaps the single most effective tool that Frisco can use to implement this Comprehensive Plan. Implementation techniques related to changes or additions to the City's zoning regulations that will further the policies set forth within this Plan follow. These techniques are also outlined in the *Implementation Matrix* in *Appendix B*. Several are also included in the priority recommendations contained within the *Comprehensive Plan Priorities* section of this chapter.

General Amendments

The City's *Site Development Requirements* (Article IV of the *Comprehensive Zoning Ordinance*) need to be reviewed by staff to ensure that policy recommendations are integrated to the fullest extent possible. Making these changes will also allow the development community to be aware of the City's expectations for quality development as they create and process their development proposals. General amendments to the Comprehensive Zoning Ordinance, by section within the previously referenced Article IV, include but are not limited to the following:

- ❖ **Section 2 – Landscape Requirements:** Landscaping requirements should be reviewed and updated with attention to the following:
 - Providing street trees required along residential and mixed-use roadways;
 - Clustering native trees or arranging in a promenade within parking areas and along trails/sidewalks;
 - Requiring that landscaping incorporate native and/or drought-tolerant species with organic mulch (to minimize fertilizers and excessive water use);
 - Encouraging the use of low maintenance grass and ground covers (to reduce the need for mowing); and,
 - Preserving the tree cover in riparian corridors to enhance ecological function.
- ❖ **Section 3 – Tree Preservation Requirements:** Tree preservation requirements should be reviewed and updated, if needed, to ensure that as streets are planned, constructed or improved, significant stands of trees are preserved to the furthest extent possible.
- ❖ **Section 4 – Off-Street Parking Requirements:** Parking requirements should be reviewed and updated with attention to the following:
 - Where parking should be located;
 - How parking areas could be divided up with landscaping or into small parking areas to eliminate wide expanses;
 - If parking ratios could be reduced;





- How pedestrian access can be incorporated (across parking lots); and
- How shared parking can be encouraged.

❖ **Section 5 – Screening Fence and Wall Requirements:**

- Screening regulations should be reviewed and updated, if needed, with consideration toward better integration of residential and non-residential land uses. Allowance should be made for alternatives to screening walls between uses and around site elements, such as service areas.
- Buffering requirements should be reviewed and updated, if needed, for residential development that occurs adjacent to the railroad.

❖ **Section 9 – Special and Additional Supplementary Requirements:**

- Residential developments that are 30 acres or more in size should be required to include housing unit types other than typical single-family. At least five percent of the total number of units should be of a type other than typical single-family. Acceptable unit types should include townhouses, cottages, mother-in-law suites, carriage houses, and/or four- to six-unit buildings (that are designed like a traditional large home). Refer to Housing Glossary provided at the end of the Livability Strategy for definitions of these unit types.
- Significant neighborhood landmarks (e.g., historic or distinctive buildings and prominent natural features) should be identified, and then requirements should be incorporated to encourage preservation.
- A requirement that prohibits residential development within 300 feet of the Dallas North Tollway right-of-way and within 1,200 feet of the rights-of-way of State Highway 121 and U.S. Highway 380 should be incorporated. A noted exception should be for mixed use development that has a residential component. However, in a mixed use development, any residential uses must still be screened from these highways with non-residential uses.
- A pattern book created by the developer should be established for each residential development.

❖ **Section 11 – Design & Development Standards for Retail:**

- Non-residential site layout requirements should incorporate:
 - The concept of orienting buildings close to the street and/or sidewalk.
 - Redevelopment considerations with attention toward out parcels, parking areas, vehicular circulation, building layout, and connectivity to surrounding streets and trails/sidewalks.
 - Pedestrian elements, such as benches, lampposts, and public art.
 - A cross-reference to the *Subdivision Regulation Ordinance* for residential site layout requirements (see the next section of this chapter) should be included.
- Building design requirements should incorporate the *Accepted Principles for Good Community Design* outlined in the *Livability Strategy* (Chapter 5), such as articulation of facades, tri-partite (base-middle-top) design, accentuated entries, and visually interesting features at street corners and where a building turns.



- Building design standards should address big-box retail buildings by the following:
 - Division of the façades into visually smaller pieces, and making the large building appear as though it is a series of smaller stores (illustrations of big-boxes within the *Livability Strategy* could be included as examples);
 - Finish-out of all facades that are visible from public streets, trails/sidewalks and adjacent land uses; and,
 - Integration with other retail uses or land use types (so that they are not stand-alone structures).

District Amendments

The City currently has 29 zoning districts within its *Comprehensive Zoning Ordinance*. These various districts need to be reviewed in relation to the Comprehensive Plan policies. Considerations should include, but not be limited to, the following:

- ❖ Residential zoning districts should be reviewed with regard to minimum lot and house sizes, and amended, if applicable. Consideration should be given to providing an alternative to current requirements for minimum lot sizes. Requirements for a certain maximum gross density per acre should be incorporated, depending on the district, and could be used in certain cases based on the inclusion of livability standards (i.e., if certain characteristics are achieved). See the *Livability Strategy* (Chapter 5) for more detail.
- ❖ The Multiple-Family Zoning Districts (MF-1 and MF-2) should be amended to permit a mix of land uses by right. Previously approved multiple-family zoning proposals may be amenable to allowing a mix of land uses in a vertical and/or horizontal concept, with connectivity between uses and appropriate architectural standards.
- ❖ All Non-Residential Districts need to be reviewed in relation to the following:
 - Permitted Uses—these should be more inclusive and interrelated,
 - Specific Uses, and
 - Mixed use developments should be considered along Preston Road as an alternative to the current prevalence toward retail strip centers.





New Zoning Provisions

FORM-BASED OPTION

Form-based zoning focuses regulations on building type and design, rather than on types of land uses. Conventional zoning regulations often separate land uses into distinct districts, which discourages multiple uses in a district. Form-based zoning considers size, form, architectural elements, building materials, and buildings placement with less focus on specific land uses. Regulations also tend to focus on site planning aspects that impact the public realm. For example, they specify maximum setbacks (not minimum) and how parking is to be addressed.

The goal is to design the public realm to be a quality place and to ensure that the buildings contribute to that sense of place. A key concept is to create a building infrastructure that does not have to be torn down and rebuilt every 20 years, or when the current franchisee moves out. A form-based district, therefore, is intended to support sustainable environments.

Form-based districts can be integrated within a city's zoning regulations, but they differ from common straight zoning districts in that they:

- ❖ Focus on the pedestrian versus the automobile.
- ❖ Follow standards derived from "great places" rather than establishing "minimums" to provide a sense of consistency and homogeneity.
- ❖ Address the building face and establish standards for how they meet the sidewalk, versus the more common approach that simply regulates a minimum masonry requirement.
- ❖ Pull buildings out to the sidewalk.
- ❖ Place parking areas such that they are internal to the block rather than placing them next to the road.
- ❖ Focus on creating a building infrastructure that can be re-used and re-invested in, rather than buildings that are designed and built for a single unique tenant.
- ❖ Allow flexibility of uses versus separating and screening uses from one another.
- ❖ Attempt to address long term fiscal sustainability of the development.

The City should examine the feasibility of establishing form-based zoning to further the mixed use development concepts of this Plan. Form-based codes work best when creating special places. They are probably not appropriate for many parts of Frisco. A determination should be made as to whether form-based zoning is a better approach to implement Comprehensive Plan policies.



RESIDENTIAL & NON-RESIDENTIAL MIXED USE DISTRICTS

The incorporation of two mixed-use districts, Mixed Use Residential and Mixed Use Non-Residential, into the City's *Comprehensive Zoning Ordinance* is recommended within the *Land Use Strategy* (Chapter 4). The mixed-use districts are explained within the *Land Use Strategy* and shown on the *Future Land Use Plan* (Plate 4-2, page 4.10). There are also mixed use characteristics outlined within the *Livability Strategy* (Chapter 5), Policy #9, page 5.12. The two districts are defined as follows:

❖ Mixed Use Residential District:

- Residential uses should be required to comprise at least 80 percent of the acreage or square footage of any development.
- Non-residential uses should be limited to comprise a maximum of 20 percent of the acreage or square footage of any development.

❖ Mixed Use Non-Residential District:

- Non-residential uses should be required to comprise at least 80 percent of the acreage or square footage of any development.
- Residential uses should be limited to comprise a maximum of 20 percent of the acreage or square footage of any development.

Aspects of these districts should include but are not limited to the following:

- ❖ The mixture of uses shall be part of a pedestrian-oriented master planned development.
- ❖ Multiple-family uses should be considered but only within a vertical mixed-use development, with the multiple-family uses above ground-floor retail and office uses (Frisco Square is an example of this type of configuration of multiple-family units). When multiple-family uses are provided, the ratio of multiple-family uses to retail/office uses should be approximately three square feet of multiple-family to every one square foot of retail/office.
- ❖ Retail, residential, public, and/or office uses should be the primary land use types.
- ❖ Buildings should be at least two stories in height, and the ground floor should primarily be constructed to retail standards (i.e., a minimum 16 feet in ceiling height and five feet of separation).
- ❖ Maximum setbacks (build-to lines) should be established.
- ❖ A pattern book of the architectural styles and building materials should be established and implemented.



Example of Traditional Multiple-Family Development That Should Not Be Within a Mixed Use District



Example of Multiple-Family in a Vertical Mixed Use Development – This Should Be Within a Mixed Use District





- ❖ A gathering space or focal point should be required. Various options (park, plaza, fountain, etc.) should be outlined, with an alternative option allowed with City approval.
- ❖ Pedestrian elements should be required, including wide, lighted sidewalks, benches, shade trees, canopies (awnings). The specific way in which these elements are integrated should be left open, with City approval, to allow for flexibility and uniqueness in the development's design.
- ❖ Specific parking requirements should include allowances/requirements for the following:
 - On-street parking.
 - One double-row of parking (approximately 64 feet) between building(s) and the roadway, otherwise adjacent to the roadway or drive.
 - Parking structures, if provided, lined with buildings.
 - Parking lots located such that they are internal to the development, and divided into small areas.

TRANSIT-ORIENTED DEVELOPMENT

Transit Oriented Developments (TOD) should be handled as a Planned Development (PD). The PD should be based on recommendations within the *Land Use Strategy* (Chapter 4) for areas shown on the *Future Land Use Plan* (Plate 4-2, page 4.10). These areas are in locations that are consistent with commuter rail stations planned for by the North Central Texas Council of Governments (NCTCOG); these regional rail stations, and the desire for additional stations if possible, are discussed in detail within the Transportation Strategy (Chapter 6). Specific aspects of the TOD district should include:

- ❖ High density residential development (to support the transit stations nearby) at a minimum density of 70 dwelling units per acre.
- ❖ Integrate mixed use development concepts (similar to the previously described mixed use districts)
- ❖ Parking requirements as outlined for the mixed use districts, but with substantially reduced ratios, where possible and appropriate, to encourage travel by transit.



Cluster Development Option

Cluster development is a technique of developing residential neighborhoods where lots and buildings are concentrated in specific areas of a site with the balance preserved as accessible open space. This type of site layout preserves land area and can reduce development costs. The remaining land area that is not developed can then be preserved for a variety of purposes, including recreation and environmental protection.

The City's *Comprehensive Zoning Ordinance* has a Planned Development District (PD) under which a cluster development could be approved. However, such development would be encouraged if a specific process for cluster development was contained within the zoning regulations. The process could be based on the density of a residential zoning district, and would not require the complete writing/drafting of a Planned Development (PD) District (as would now be required if a cluster development was proposed). A cluster development option, referred to for explanation purposes as a Cluster Development Plan (CDP), should be integrated in the Comprehensive Zoning Ordinance with the following characteristics:

- ❖ Development related to a CDP would permit the maximum density allowed within a base residential district, without having to adhere to minimum lot sizes.
- ❖ Development related to a CDP would be consistent with all other zoning district regulations.
- ❖ Development related to a CDP would result in the preservation of the remaining land (which could be general open space, an environmentally sensitive area, etc.) in perpetuity, through a means such as a conservation easement or land dedication. Where possible and practical, homes located adjacent to the open space should be oriented to front onto the open space.
- ❖ Consideration should be given to the following:
 - Criteria for what type of land would be appropriate for preservation (i.e., how it would contribute to the development, etc., as discussed in the *Suggested Changes in Review Procedure* section) should be established by the City. These would be similar to the criteria that an area must meet to be accepted by the City for park dedication purposes.
 - Adjacent residential uses may have larger lots than what is proposed within a Cluster Development. When this is the case, the development should be configured such that the open space abuts the developed residential area, whenever possible. As an alternative, lots within the proposed Cluster Development should meet the minimum lot size requirements of any adjacent platted subdivisions along the boundary line between the Cluster Development and the respective platted subdivisions.
- ❖ A CDP could be submitted to the Planning & Zoning Commission for approval.
- ❖ Following approval, the development would proceed through the City's development process as a straight zoning situation (i.e., not like a PD District).
- ❖ Planning & Zoning Commission approval could lapse after a specific period of time if the development did not proceed.





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Subdivision Ordinance

Subdivision regulations direct the division of land into individual lots or parcels prior to development. The City's subdivision regulations are contained within the *Subdivision Regulation Ordinance*, with some provisions related to roadways within the *Thoroughfare and Circulation Design Requirements*. The following are implementation techniques related to changes or additions to these regulations that will further the policies set forth within this Plan. The techniques are also outlined in the *Implementation Matrix* in *Appendix B*. Several techniques are included in the priority recommendations contained within the *Comprehensive Plan Priorities* section of this chapter.

General Amendments

There are various requirements that need to be amended or added to the City's subdivision regulations to ensure that policy recommendations are integrated to the fullest extent possible. Any of these that are not deemed appropriate for inclusion in the *Subdivision Regulation Ordinance* (by City staff and/or the City Attorney) should be considered for inclusion in the *Comprehensive Zoning Ordinance*. Most of the following amendments should be integrated within the appropriate sub-sections (as noted below) of Section 7, *General Design Standards and Requirements*, of the *Frisco Subdivision Regulation Ordinance*. However, the first bulleted item below relates to Section 6, General Provisions. A few are also noted as possibly needing to be integrated within the City's *Thoroughfare and Circulation Design Requirements*.

- ❖ **Section 6 (General Provisions), Subsection 6.04 – Adequate Public Facilities:** The current requirements and standards for developer and City participation in the extension of infrastructure should be reviewed. Standards for City participation for development within the ETJ should be amended, if needed, to specify that infrastructure services will only be provided in accordance with the following:
 - Service provision is part of an agreement that provides for development consistent with the Comprehensive Plan.
 - Service provision retains the City's ability to annex the property in the future.
 - The quality of the development that is occurring is consistent with City standards.
 - The use or development offers significant public benefits to the City.



❖ **Subsection 7.02 – Streets or Within the Thoroughfare and Circulation Design Requirements:**

- The current roadway right-of-way, paving, and pedestrian requirements should be reviewed and amended, if needed, to incorporate the following:
 - Streetscape enhancements, such as pedestrian crosswalks, landscaped medians, bump-outs where there is on-street parking, and street trees.
 - Concepts for reducing traffic speeds in neighborhoods on local streets, such as minimizing street width and addressing curve radii of curves and intersection-turning radii.
- Collector streets in residential areas should continue to be laid out such that cut-through traffic is discouraged.

❖ **Subsection 7.03 – Lots:** Residential site layout requirements should incorporate the following concepts:

- Utilize a “housing tree” in new residential development. This encourages a portion of the larger lots and homes to be located on the main entry streets with the smaller lots and homes are located on internal streets.
- Any lots/units that are oriented directly adjacent to or across a street from a park/open space should face onto the open space.
- Any lots/units within new residential development should be within 800 feet of a park/open space area with a minimum dimension of 50 feet. An exception should be specified for large-lot developments where lots are at least one-half-acre or more in size.

❖ **Subsection 7.04 - Blocks and Pedestrian Walks:** Requirements should be amended to include the following:

- The perimeter of a block should not exceed 3,000 feet in length. An exception should be specified for large-lot developments where lots are one-half-acre or more in size.
- Where a block face exceeds 800 feet, a minimum 20-foot pedestrian access easement should be provided through the block (except where adjacent to a golf course).

Interconnectivity Requirements

The interconnectivity of roadways and pedestrian and bicycle access has been a recurring concept throughout this Comprehensive Plan. The following requirements should be added to the City’s subdivision regulations. These will eventually lead to more cohesive, connected development patterns as Frisco continues to grow.

- ❖ Pedestrian access is described within the City’s subdivision requirements as sidewalks (which may or may not be located along roadways), park trails, or hike and bike trails. The following should be specified to improve pedestrian access and connectivity:
 - Pedestrian access should be required for all types of development and between all types of development.



- Construction of pedestrian access should be required so that residents or patrons are able to safely walk within the development and to adjacent developments or subdivisions.
 - Wherever possible, pedestrian access should be provided such that a connection is made to existing pedestrian access in adjacent developments or subdivisions.
 - Wherever possible, in residential subdivisions, pedestrian access should be provided with off-street hike and bike trails.
 - Pedestrian access areas should be landscaped or located such that a majority of the pedestrian way receives shade for a majority of the day.
 - When the development or subdivision is occurring adjacent to an undeveloped property, consideration should be made for future pedestrian access connections. A pedestrian access stub-out should be provided to the edge of the development or subdivision, adjacent to the undeveloped property.
 - When a roadway bridge structure is constructed to cross a creek, floodplain, or roadway, pedestrian access should be provided as part of the bridge itself or underneath the bridge. (Also refer to the *New Trail Cross Sections* discussion below.)
 - Future redevelopment projects (e.g., of retail areas or in Downtown) should adhere to requirements for pedestrian access.
- ❖ To improve street connectivity:
- Wherever possible, streets within developments or subdivisions should connect to adjacent developments or subdivisions, allowing access between them without having to use a major thoroughfare.
 - When the development or subdivision is occurring adjacent to an undeveloped property, consideration should be made for future street connectivity. A street stub-out should be provided to the edge of the development or subdivision, adjacent to the undeveloped property.
 - The use of cul-de-sac streets within developments or subdivisions should be minimized for better interconnectivity, distribution of traffic, and emergency service response times.

New Street Cross-Sections

In the *Transportation Strategy* (Chapter 6) in the portion called *New Roadway Sections for Mixed Use and Transit-Oriented Development*, three new street cross sections are recommended. These are not intended to replace the City's existing roadway cross sections (outlined in the *Existing Transportation System* section of the *Transportation Strategy* chapter and in the City's adopted *Thoroughfare and Circulation Design Requirements*). They are intended to supplement the existing roadway sections, and should be used within mixed use and transit-oriented areas. The new sections provide alternative lane widths, on-street parking, and wider sidewalks. The exact dimensions and geometrics should be established by Engineering Services, and should then be amended into the *Thoroughfare and Circulation Design Requirements*. As these



roadway sections are incorporated, the need in some cases to provide a wider outside lane to accommodate bicyclists should also be considered.

New Trail Cross-Sections

The City's roadway design standards designate sidewalks along thoroughfares to provide guidance for on-street hike and bike trail design and construction. However, there are currently no cross sections to guide the design and construction of off-street hike and bike trails. For the purposes of furthering Comprehensive Plan policies, off-street trails are preferred versus on-street trails. Therefore, a cross section demonstrating the design and construction of a 12-foot, off-street hike and bike trail should be amended into the City's *Subdivision Regulation Ordinance* or *Thoroughfare and Circulation Design Requirements* (whichever is determined by the City to be more applicable). The creation of such a cross section will likely require close coordination between the Planning & Development Services, Engineering Services, and Parks & Recreation Departments. Also, various hike and bike trail cross sections should be provided within the Hike and Bike Trail Master Plan Update (discussed in further detail later within this *Implementation Strategy*).

Other Development Regulations

Some implementation actions that relate to development regulations do not necessarily fall under zoning or subdivision regulations. These actions are included within this section. They are also contained within the *Implementation Matrix* in *Appendix B*. Several are included in the *Comprehensive Plan Priorities* section of this chapter.

Continued Review Procedure

There are numerous policies that the City currently has in place that are specifically endorsed by this *Comprehensive Plan*. These policies should continue to be implemented as development proposals are reviewed. . Unless otherwise stated within this Comprehensive Plan, the Plan endorses these and other adopted policies. Specific previous policies that the City should continue include the following:

- ❖ When Planned Development (PD) districts are used, they should generally be used to achieve the following:
 - PD districts should preserve topography, vegetation and/or open space;
 - PD districts should carry out principles, actions and policies of this 2006 Comprehensive Plan or those of other special studies;
 - PD districts should be used to provide flexible development standards when appropriate, not to reduce development standards;
 - PD districts should **not** be used to circumvent the Frisco Board of Adjustment for variance requests; and,
 - PD districts should **not** be used to secure agreements between the applicant and nearby property owners to receive zoning approval.
- ❖ Gated communities, when permitted, should be located near the intersection of two major thoroughfares, generally on the edge of a neighborhood (not in the center). Gated communities should not impede the alignment or travel of any thoroughfare identified on the *Thoroughfare Plan* (Plate 6-1, page 6.12).
 - Gated communities should be designed in such a manner that the entry gate is at least 100 feet from the roadway to accommodate stacking for entry traffic, unless otherwise directed by the Engineering Services Department. Entries should also include a “bail-out” turning lane for vehicles that are denied access.
 - Private streets should not interfere with internal neighborhood circulation, or with access to schools or parks.
 - Private streets should conform with City standards for street design and construction. Should a gated community become a “public” area (non-gated), all streets would need to be the same design as other public streets. The City should consider developing approval criteria for the eventual conversion of private streets.





- Private streets in gated communities should be stubbed for future access from adjacent areas should the gated community become public.
- All new gated communities should have a “conversion” plan that accounts for the potential that the area may become fully accessible in the future. The removal of the gates should only be done at the request on the homeowners association and in accordance with the “conversion” plan.
- The City should also consider standards for the conversion of standard subdivisions (“public”) to private gated communities. Conversion should be dependent upon 100 percent homeowner approval and would require replatting to convert public streets to private streets. The “converted gated community” would be required to conform with City standards for entryway design and configuration. “Converted gated communities” should not be located in the middle of a block and should never impede through-access on other area streets.

Suggested Changes in Review Procedure

In addition to continuing current review procedures, there will need to be additional oversight during the development process to implement some aspects of this Comprehensive Plan. There may also be additional regulations that have been recommended in relation to these in previous sections of this *Implementation Strategy*. The following should be integrated into the City’s development review process as part of this Plan’s implementation efforts:

- ❖ Future land use decisions regarding the areas surrounding the City’s significant destinations should be considered on the basis of ensuring the continued success and sustainability of these destinations. Destinations include Pizza Hut Park, Dr Pepper/Seven Up Ballpark, the Superdome, Central Park, Frisco Commons, the Original Town area, Frisco Square, Stonebriar Center, and Grand Park when it is created.
- ❖ Development along U.S. Hwy 380 should generally be nonresidential as shown on the *Future Land Use Plan* (Plate 4-2, page 4.10). Any residential development that is proposed in the vicinity of U.S. Highway 380 that does not adhere to these policies should be considered on the basis of economic impact, development size, remaining land available for nonresidential development, and the exposure of the proposed development to the US Highway 380 frontage.
- ❖ Mixed use areas should have unique street standards that enhance the pedestrian environment.
- ❖ Transit-oriented development areas should be designed to facilitate transit vehicle access, and should have pedestrian-oriented amenities.
- ❖ Open space that is preserved as part of a clustered development should contribute to the development, and/or surrounding neighborhoods, and/or the City as a whole. Examples include but are not limited to open space that preserves an environmentally sensitive area or a large grouping of trees.
- ❖ Neighborhoods should have a mixture of housing types that are dispersed throughout.



- ❖ A Tiered System of Evaluation (*Table 5-2*, page 5.18) should be one of the tools used in the development review process for zoning cases. Depending on the location and size of the proposed development, various characteristics should be required and others should be optional.
- ❖ New nonresidential development (especially retail) should be reviewed with consideration for possible redevelopment in the future.
- ❖ The way in which a development contributes to the City's desires for attractive streetscapes and urban design (i.e., the view from the road that is created) should be considered.
- ❖ Concepts for positive growth should be integrated into the development review process. (These are specifically outlined in Policy #6 in the *Growth Strategy*, page 7.20.)

Environmental Standards

The City has shown its dedication to environmental quality by being proactive in establishing environmental standards. However, there are additional standards that could be integrated that would further the City's commitment to the environment. These include the following:

- ❖ Integration of a Cluster Development Plan within the Zoning Ordinance (refer to the *Zoning Ordinance* section, page 8.11, for further detail).
- ❖ Floodplain areas could be established as key components of a City-wide framework of protected open space. This would not only add to the City's park system, but would preserve floodplain areas for drainage.
- ❖ Tributaries should be evaluated to determine the highest quality riparian corridors and to identify those that can be restored to an appropriate functioning condition. Preservation of these corridors, and appropriate buffer areas if needed, should then be required by ordinance.
- ❖ The appropriate buffer size for tributaries should be identified, outside of the erosion control setback (if necessary), to protect and/or help to reestablish ecological functionality. Appropriate protection requirements (e.g., buffer areas) should then be established by ordinance.
- ❖ A soil conditions analysis should be performed to determine areas that might be challenging to develop given the presence of Eagle Ford Shale underlying and affecting local soils. Appropriate development requirements (e.g., specifications on roadway construction, foundation construction, etc.) should then be established by ordinance.
- ❖ Continue to develop green building program options (see also page 8.29, *Green Building Incentives*).



Park Dedication Ordinance Revisions

The City has shown its recognition of the connection between park areas and quality of life by having established standards for parkland dedication by ordinance. However, there are many aspects that could be improved in terms of the way in which these dedication requirements are currently written. These improvements would better integrate Comprehensive Plan policies. Such improvements include the following:

- ❖ The park access illustrations should be reviewed and amended, if needed, to reflect the concepts of lot configuration and access discussed within this Plan.
- ❖ Non-residential uses that abut a park should be integrated where appropriate.
- ❖ Hike and bike trails should be required within each new development as specified within the City's Hike & Bike Trail Master Plan.
- ❖ The amount, type, location, and configuration of land for parks and trails should be reviewed, and amended if needed, with regard to integrating the concepts of this Comprehensive Plan.

Capital Improvements Program

Some implementation techniques will require the expenditure of capital, whether on the City's part or on the part of the development community. The City has provided financing for numerous capital improvements, usually through the issuance of bonds. Capital improvements will need to continue to be made in order to achieve the vision of Frisco set forth within this Plan.

The following techniques will generally require the City to allocate funds for implementation. They therefore will likely be financed by the City. These techniques are also outlined in relation to the Comprehensive Plan policies in the matrix in *Appendix C*. Several are included in the priority recommendations contained within the *Comprehensive Plan Priorities* section of this chapter.

Pedestrian & Bicycle Routes

The construction of new pedestrian and bicycle routes will be integral to the implementation of numerous Comprehensive Plan policies. Establishing new hike and bike trails will provide an alternative mode of transportation for the City's transportation network, and will enhance Frisco's recreation system. The following aspects should characterize capital expenditures in relation to establishing pedestrian and bicycle routes:

- ❖ Capital funds should be allocated to the establishment of these routes on a regular, annual basis.
- ❖ The City should initially concentrate its funding on establishing City-wide, major "anchor" trails. As development occurs, then areas will be connected to this City-wide system—this will occur incrementally, but eventually a viable transportation mode of trails will be created.
- ❖ The City should investigate opportunities for retrofitting pedestrian and bicycle routes into areas that are currently developed, especially areas that may be in need of improvement (e.g., older areas of the City).
- ❖ Special areas of the City should also be considered for integration of these routes. Such areas include but are not limited to around Downtown, various sports venues, existing parks and schools, institutions of higher learning, and Grand Park (as it is created).





Roadway Improvements

The *Transportation Strategy* (Chapter 6) discusses recommended roadway improvements. Constructing new roadways and widening roadways will have to occur to improve mobility, especially given the rapid population growth that is anticipated to continue. The following aspects should characterize capital expenditures in relation to local roadway improvements:

- ❖ Improvements should be made with consideration given to the concepts of context-sensitive design that are discussed within this Plan. Such design can positively affect desired speeds, level of mobility, and level of access.
- ❖ Improvements should be made with consideration given to the concepts of interconnectivity that are discussed within this Plan. Neighborhoods and non-residential land uses should be connected so that travel on major thoroughfares is not necessary for trips to adjacent subdivisions or developments.
- ❖ Improvements should be made with consideration given to the concepts of urban design that are discussed within this Plan. Examples include street curvature, special paving, public art, lighting, and landscaped medians.
- ❖ Unique roadway configurations (e.g., roundabouts and zipper streets) should be considered in new development.
- ❖ Capital funds should be allocated to making roadway improvements on a regular, annual basis. The *Thoroughfare Plan* (Plate 6-1, page 6.12) should continue to be used on an annual basis as a guide for capital improvement expenditures.
- ❖ Utilize a periodically updated (at least once every five years) automated computer model as a guide for capital expenditures.

Water and/or Wastewater Facilities

Water and wastewater services are imperative not only to maintain, but to expand in advance of population growth. Capital funds should be allocated to making these improvements on a regular, annual basis. The Water and Wastewater Capital Improvements Program (CIP) study (as it exists or may be amended) should be used as a guide for capital expenditures.

City Programs/Projects

Public Art

Public art has become something for which the City is known. Frisco has actively integrated public sculptures along Preston Road and within parks. Developers have participated by providing art in the Centre at Preston Ridge and Hall Office Park. The availability of art and culture adds to the livability of a community (refer to the *Livability Strategy*, Chapter 5). This Comprehensive Plan therefore supports the City in continuing to establish programs, or enhance existing programs, and to fund public art projects that will provide Frisco citizens with art and cultural opportunities.

- ❖ The Public Art Master Plan, which was created as a guide for the City's Public Art Program, should be updated as needed to support local art initiatives.
- ❖ The Public Art Program, which helps fund local art initiatives, should be continued. (The program receives a percentage of Frisco's Capital Project Funds budget to finance its activities.)
- ❖ The City should continue to encourage the development community to participate in providing public art.

Transportation System Management (TSM)

Transportation System Management (TSM) refers to various techniques through which roadways and intersections can be better managed to improve their mobility and access. This is a recommended policy in the *Transportation Strategy* (Chapter 6, Policy #7, page 6.42). The following are specific implementation measures related to TSM.

- ❖ The City should evaluate whether establishing some type of video or camera monitoring system at signalized intersections would be beneficial. Resultant images can help the City identify and verify traffic incidences, and make appropriate real-time adjustments to the signal timing of the affected intersection automatically.
 - Major intersections should be identified and prioritized for this type of monitoring.
 - The City should then work with the North Texas Tollway Authority (NTTA) and the Texas Department of Transportation (TxDOT), to coordinate with existing/future freeway management systems (to verify incidences, adjust timing at intersections accordingly, and display messages about roadway conditions to motorists).
- ❖ The signal timing for congested intersections should be evaluated and improved. Intersections should be evaluated in terms of the level of congestion and prioritized accordingly. Traffic signalization improvements include modernizing signal control devices, installing new traffic signals, removing traffic signals, connecting signals into an overall system/network, and optimizing signal timing.



- ❖ Other various elements that affect traffic operations at congested intersections should be evaluated, prioritized, and improved accordingly. These elements include geometric characteristics (e.g., approach widening, adding turn lanes), signage, and striping to improve the visibility of traffic and pedestrian lanes.
- ❖ Access management standards should be reviewed, and updated if needed. In particular, standards related to the Dallas North Tollway, State Highway 121, US Highway 380, Preston Road, and F.M. 423 are examples of major transportation corridors that may need a higher degree of access control.

Transportation Demand Management (TDM)

Transportation Demand Management (TDM) refers to various techniques through which the amount of automobiles traveling on roadways at peak travel times can be minimized to improve mobility. The *Transportation Strategy* discusses this as a policy for Frisco. To begin implementing this policy, a City TDM Coordinator should be designated. A key factor affecting the use of TDM strategies in Frisco is the availability of information for the general public, employers, and others about the resources and benefits of TDM. By designating a City TDM coordinator, Frisco could better utilize the regional TDM resources and tools available. The City TDM coordinator should coordinate with the North Central Texas Council of Governments (NCTCOG) TDM program. These coordination efforts should include attending the monthly Regional TDM Task Force, and partnering with the Dallas Area Rapid Transit (DART) rideshare coordinator to provide TDM information to the employers and citizens of Frisco. (Also see the section on *Coordination with Local Businesses*, page 8.32.)

Levels of Service (LOS) Evaluation

The phrase Level of Service (LOS) refers to the level of adequacy with which a roadway (or segment of roadway) is serving the transportation needs of those utilizing it. It relates to how traffic is flowing, maneuverability, and delay times at intersections. For example, an LOS "A" is free-flowing traffic, whereas an LOS "F" is gridlock.

- ❖ A minimum acceptable level of service should be defined by the City. LOS "D" in the peak hour is a commonly used standard.
- ❖ Proposed developments should then be reviewed to determine how well the existing and planned thoroughfare system can accommodate the related impact. The City's traffic impact analysis (TIA) ordinance should serve as the mechanism for this evaluation.
- ❖ Use roadway LOS evaluations to determine the need for transit, both locally and regionally.



Water Conservation Awareness

As discussed in the *Growth Strategy* (Chapter 7), ensuring long-term water availability is a challenge for Frisco. There are two key reasons for this challenge. One, rapid population growth has made water system planning and expansion difficult. Two, new single-family residential construction is usually provided with on-site sprinkling systems that consume large amounts of water. The City is not alone in this challenge—cities across the Metroplex, the state of Texas, and the nation are dealing with this as well. However, the City should continue to establish programs to increase public awareness of the need to conserve water usage. Also, the City should encourage the use of native and/or drought-tolerant species with organic mulch for landscaping to minimize fertilizers and excessive water use.

Improvements to Existing Neighborhoods/Areas

Oftentimes, a community's planning efforts focuses on new development areas, and on ways in which to enhance or improve development as it occurs. This is especially true for cities like Frisco, where there are not substantial issues with existing neighborhoods or currently developed areas, such as concentrated blight, deteriorating homes, etc. However, throughout this planning process, members of the Comprehensive Plan Advisory Committee (CPAC) have expressed that it is important for the City to pay attention to existing areas. The concepts within this Comprehensive Plan for connectivity, mixing land uses, access to parks, streetscape enhancements, etc. should also be integrated into developed neighborhoods where feasible. The City should identify projects for retrofitting such elements in existing areas, prioritize these projects, and allocate funds on an annual basis to complete such projects. Consistent attention to developed areas will help ensure that property values and re-investment in homes continue to grow or remain stable.

Establishment of Grand Park

The concept of Grand Park furthers many of the ideals for Frisco that are discussed within this Plan—uniqueness, provision of special public areas, and conservation of open space, to name a few. The City has an opportunity to create a lasting impression on residents and visitors with this substantial park space. Many of the policies herein would be furthered by the establishment of Grand Park, and this Plan therefore supports the City allocating funds toward this unique and important project.





Hike & Bike Master Plan Update

Hike and bike trails have been a major topic of discussion throughout this comprehensive planning process. A network of trails could enhance the City in numerous ways, including providing 1) connectivity between developments, 2) an alternative mode of transportation, and 3) another recreation component. Although it is beyond the scope of this Comprehensive Plan project, the City's adopted *Hike and Bike Trail Master Plan* should be updated in the near future. Aspects that should be addressed in an update of the *Hike and Bike Trail Master Plan* should include the following:

- ❖ There should be a concentration on off-street trails. Much like Frisco's *Thoroughfare Plan* (Plate 6-1, page 6.12), by which rights-of-way can be acquired on the basis of providing roadway connections from one area to another, an adopted trail plan can provide the City with guidance on where off-street trails should be located as development occurs.
- ❖ There should be a concentration on connecting all types of development throughout the City. Instead of focusing on the recreational component of a trail system, an updated plan should provide realistic guidance on how trails could ultimately provide an alternative form of transportation within Frisco.
- ❖ There should be in-depth analysis of how trail connections could be provided in currently developed areas. Residential subdivisions, retail developments, etc. should be examined, and specific recommendations should be made as to how trails could be integrated.

Fiscal Impact Analysis

Fiscal impact analysis (FIA) is an accepted planning tool to evaluate the financial impact on a city of different development scenarios over time and at build-out. The City should consider developing an integrated FIA system. Frisco could utilize an FIA system on a regular basis to analyze the City's fiscal ability to accommodate growth in general, or on a development-by-development basis, if necessary. This approach would allow the City to better assess the fiscal costs of development by comparing future tax and ad valorem revenues in relation to service and capital costs.



City Transit System Feasibility Analysis

The City is served by transit agencies within Collin County and Denton County. However, the *Transportation Strategy* discusses at length the concept of a localized transit system for Frisco itself. The *Transportation Strategy* also identifies two potential routes and several locations for transit stops. The three regional rail transit stations that have been proposed by the North Central Texas Council of Governments (NCTCOG) could serve as City transit hubs. Any additional regional rail transit stations (which is encouraged, if possible) could also serve as hubs. The concept of a City transit system is generalized within this Plan. An in-depth analysis of the feasibility of such a system is needed before a determination can be made on the merits of this alternative. Aspects to consider include costs and benefits, potential ridership, location, and type of transit. The City should hire a transportation engineering/planning consultant firm to conduct such a feasibility analysis.





City of Frisco, Texas

2006 COMPREHENSIVE PLAN

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Incentives & Financing Programs

Green Building Incentives

Frisco has adopted a Green Building ordinance that require residential buildings to meet certain energy efficiency and environmental standards. Options for an incentive-based program for non-residential green building program should be explored and implemented. The voluntary nature of the non-residential standards oftentimes means that such standards will often be overlooked if there is no incentive program in place.

Increased City Participation in Development Costs

The City can establish regulatory ordinances to require a certain level of quality in new developments. The City can also adopt policies to guide new development, as it will do with the adoption of this Comprehensive Plan. However, to achieve the type of development that is desired, and to have development occur in locations that are desired, the City should be amenable to participating in certain development costs. Participation could be large-scale, as it has been with certain local development projects, such as Frisco Square—this level of participation provides a clear incentive to the development community. However, participation can also be of a lesser scale. The City should consider adopting a policy to waive specific development fees in situations such as:

- ❖ In identified areas of the City in which development is preferred, such as on infill tracts (as discussed in the *Growth Strategy*, Policy #1, page 7.17) and in Downtown;
- ❖ For preferred types of development, such as mixed use; and
- ❖ In redevelopment situations.



Impact Fees

Impact fees are a financing mechanism for services that are needed as a result of new development. Developers participate in the cost of these services by paying a fee that relates to the amount of impact their development will have on the City's water, wastewater and roadways systems. Frisco has recently updated its impact fee regulations.

- ❖ The City will need to continue to use impact fees in the future in order to implement Comprehensive Plan policies as Frisco continues to grow in population and to expand its services accordingly.
- ❖ The City could also consider setting different fees for areas that achieve specific livability objectives. A scale of fees should be developed based on location and degree of compliance to livability objectives.

Economic Development Incentives

The City should continue to work with local agencies (Frisco Economic Development Corporation, Chamber of Commerce, etc.) to implement Plan policies related to economic development. The City and its partners should work together to establish a program that would encourage older businesses to make aesthetic and pedestrian improvements. Examples of improvements include upgrading front facades with masonry enhancements, incorporating landscaping into front yard areas, and providing pedestrian access on-site or to adjacent sites.

Public/Private Partnerships

Neighborhood Conditions Analysis

The concept of creating and maintaining sustainable development has been discussed throughout this Plan. The City should take stock of the conditions of its older neighborhoods to implement policies recommended throughout the Plan. Facts that should be documented include but are not limited to the following:

- ❖ The condition of the housing units;
- ❖ Assessed lot and improvement values;
- ❖ Code violations;
- ❖ Traffic issues;
- ❖ Public safety reports (e.g., police, fire, auto accidents); and,
- ❖ Ownership/rental percentages.

There are many methods that can be used to determine these facts, including “window” surveys, the Collin County Appraisal District, etc. This documentation can be used to establish sustainability and maintenance trends from year-to-year, or on an incremental basis (such as every five years). Establishing trends can help the City prioritize areas that are most in need of attention in terms of efforts such as capital improvements and volunteer programs. Consistent efforts in existing areas will help to ensure that Frisco remains sustainable over time.

Workforce Housing Assistance

One of the concerns discussed within the Plan is providing “workforce housing”. The term “workforce housing” refers to housing that is affordable for people on fixed incomes and those working in employment venues such as service industries and educational institutions. The lack of a diversity of housing types contributes to challenge of providing such housing. The *Livability Strategy* discusses the need for housing diversity to accommodate these population groups. Increased housing diversity will likely help to make housing more affordable in Frisco, but it may be necessary for the City to take a more proactive approach. The City should consider establishing a first-time homebuyer program that could be used in relation to housing types other than single-family, such as townhomes or lofts. (Frisco has such a program for single-family homebuyers.) Not only would this provide direct assistance for people to purchase these units, but knowledge of such City assistance may help convince the development community to provide these products.





Partnerships with Neighborhood Associations & Civic/Social/Religious Organizations

One of the most effective ways to maintain or improve a neighborhood is to get the residents themselves involved in the effort. This provides residents with a sense of empowerment that they can make a difference. It also helps to instill a sense of ownership and pride in their neighborhood that helps foster sustainability over time—people tend to take care of that which they take pride in. The City should proactively collaborate with neighborhood groups and civic/social/religious organizations to maintain and improve local areas. The previously discussed *Neighborhood Conditions Analysis* could be used to prioritize areas. Examples of such efforts include:

- ❖ The City coordinating and helping these groups facilitate a one-day home improvement event annually or biannually, during which minor repairs to homes (such as painting, landscaping, and general clean-up) could be completed.
- ❖ The City working with neighborhood associations to do the following, where physically possible:
 - Incorporate streetscape enhancements, such as street trees, screening (of alleys and garages), special paving, and landscaped roundabouts;
 - Create park areas;
 - Provide hike and bike trail connections to a City-wide system.

Coordination with Local Businesses

Local businesses are one of the cornerstones of a successful community. Without viable businesses, there would be a lack of employment opportunities and goods and services to meet the needs of citizens. For Frisco to be a livable and sustainable City, there must be a balance of businesses and residences.

- ❖ The City should work with Downtown businesses to increase citizens' and visitors' awareness of this special area of Frisco.
- ❖ The City should determine whether there are any underperforming retail areas in Frisco. If there are, a determination should be made as to whether the City has options to facilitate improvements.



- ❖ The City should work with local businesses to implement the Transportation Demand Management (TDM) techniques recommended within the *Transportation Strategy* (Chapter 6). These techniques will help reduce the amount of traffic on Frisco roadways at peak travel times. Examples include:
 - Establishing “car pool only” parking spaces for employees.
 - Encouraging flexible work schedules.
 - Establishing a City-wide Employer Trip Reduction Program through coordination with the North Central Texas Council of Governments (NCTCOG) TDM program coordinator, Frisco’s TDM Coordinator (when established), DART rideshare coordinator, and/or a consultant. The program could be incentive-based. Its emphasis should be to utilize all of the region’s TDM tools to reduce travel demand during peak travel times in Frisco. Currently, the City is the origin of only one of the vanpools that Dallas Area Rapid Transit (DART) operates (DART has over 60). One of the program’s first goals should be to increase the number of vanpools originating from Frisco to at least five.
 - Promoting tele-working. City staff (e.g., a TDM Coordinator) could partner with the NCTCOG TDM Coordinator to provide employers and residents information about the benefits of tele-working. City staff should start by identifying 10 local businesses (based upon research on industries that promote tele-work). The identified businesses should be offered further assistance from City staff, the NCTCOG TDM program and/or a consultant in establishing a formal tele-work program. The businesses should later be surveyed to gauge participation and estimate the trip reduction benefits.

Partnerships with Local Education Providers

The availability of educational resources is key to an educated citizenry. There are various facets that are involved in this—such as the local school district, adult education programs, and higher education opportunities. As one non-profit organization that is focused on factors related to livability asserts, “without question, education is a critical component of a livable community.”⁸⁻¹ Given the importance of education to a community’s livability and sustainability, Frisco should continue to foster close relationships with local education providers. This includes the four districts that affect Frisco—the Frisco Independent School District (FISD) that covers most of Frisco, the Lewisville Independent School District (LISD) to the southwest, the Little Elm ISD to the west (a small area of Frisco), and the Prosper Independent School District (PISD) to the northeast. This also includes Collin County Community College, Dallas Baptist University, and Amberton University. The City should continue to work with local school districts and these local colleges on educational planning efforts.

⁸⁻¹ Local Government Commission Website. Community Design link; Schools link, ADDRESS: http://www.lgc.org/community_design/schools.html.



Private University/Cooperative Center Feasibility Analysis

The idea of Frisco attracting a university was one of the results of a study by the Urban Land Institute (ULI) that was commissioned by the City in 2004. The primary result was the concept of creating a Grand Park (which is discussed in the *City Programs/Projects* portion of this *Implementation Strategy*). However, the idea of an institute of higher learning has also been well-received by the public and by the Comprehensive Plan Advisory Committee (CPAC), and is supported by this Comprehensive Plan (note: Dallas Baptist University and Amberton University will be offering classes in Hall Office Park and Frisco Bridges, respectively, in 2006). The City should commission an independent study of whether it is feasible for such a facility to be attracted to Frisco. A principal consideration of such a study should be the type of higher learning institution. One option would be a small, private university. Another option would be a cooperative center through which various public universities would provide classes (and related university credit). A two-year college is not needed, given the Collin County Community College location at the Preston Ridge Campus in Frisco.

Tourism Support Programs to Promote "Destination City" Status

Tourism has become an increasingly important component of the City as the various sports venues have become established. With the Dr Pepper/Seven Up Ballpark, the Superdome, Pizza Hut Park, and Stonebriar Centre, Frisco has become a destination City. Other areas of the City, such as Downtown and Frisco Square, will likely become more visible as destination spots as their related improvements are completed.

- ❖ The City should continue to work with the Frisco Economic Development Corporation (FEDC), the Frisco Convention & Visitors Bureau (FCVB), and other tourism-related interests to market Frisco as a destination City. Marketing efforts could advertise Frisco as a place with art, shopping, an authentic Downtown, recreational venues, and convention facilities.
- ❖ Another facet of tourism is accessibility. A connection with a future regional transit system would make Frisco more easily accessible to other areas of the Metroplex, and would therefore support tourism. (Also see the next section, *Intergovernmental Partnerships*.)
- ❖ A localized transit system would also support tourism. This would be especially advantageous if local transit was provided in a unique way, such as with open-air, rubber-wheeled trolleys or some other type of transit that would be fun for visitors to experience.

Intergovernmental Partnership

Regional Rail Transit

The *Transportation Strategy* discusses the potential for Frisco to connect to a regional rail transit system. This Comprehensive Plan supports the concept of regional rail. The North Central Texas Council of Government (NCTCOG) Regional Rail Corridor Study shows a line that is planned to run through Frisco using the Burlington Northern—Santa Fe rail line. This line is referred to as the Frisco Line within that study. Regional rail availability in Frisco would benefit tourism efforts, but perhaps more importantly would decrease the number of automobiles on local roadways by providing an alternative form of transportation to regional destinations. The Study also shows Frisco with three commuter rail stations, which would also allow people to access three different points within Frisco.

- ❖ A two-faceted local transit authority should be established. One facet should be concentration on regional rail; the other should be on whether a local transit system is feasible (also see the *City Programs/Projects* section of this chapter).
- ❖ The City should continue to work closely with the NCTCOG and other area cities to establish a regional commuter rail line, especially the Frisco Line.
- ❖ Frisco should also work to ensure that the three rail stations planned for within the City remain in Frisco, and are not subsequently moved to the north or south.
- ❖ Frisco should also encourage the establishment of additional rail stations within Frisco.

Bus Transit Program – Continued Partnership

The City has bus service provided to local citizens by transit agencies in Collin County and Denton County. These services are beneficial because they provide an alternative mode of transportation, especially for young people, elderly people, and other segments of the population who are unable to drive. The implementation of regional and local transit policies is not going to occur immediately, and therefore the City should continue these partnerships with Collin and Denton County for the foreseeable future. *Comprehensive Plan* policies support these bus transit programs as alternative transportation options.





Intergovernmental Planning & Capital Improvements

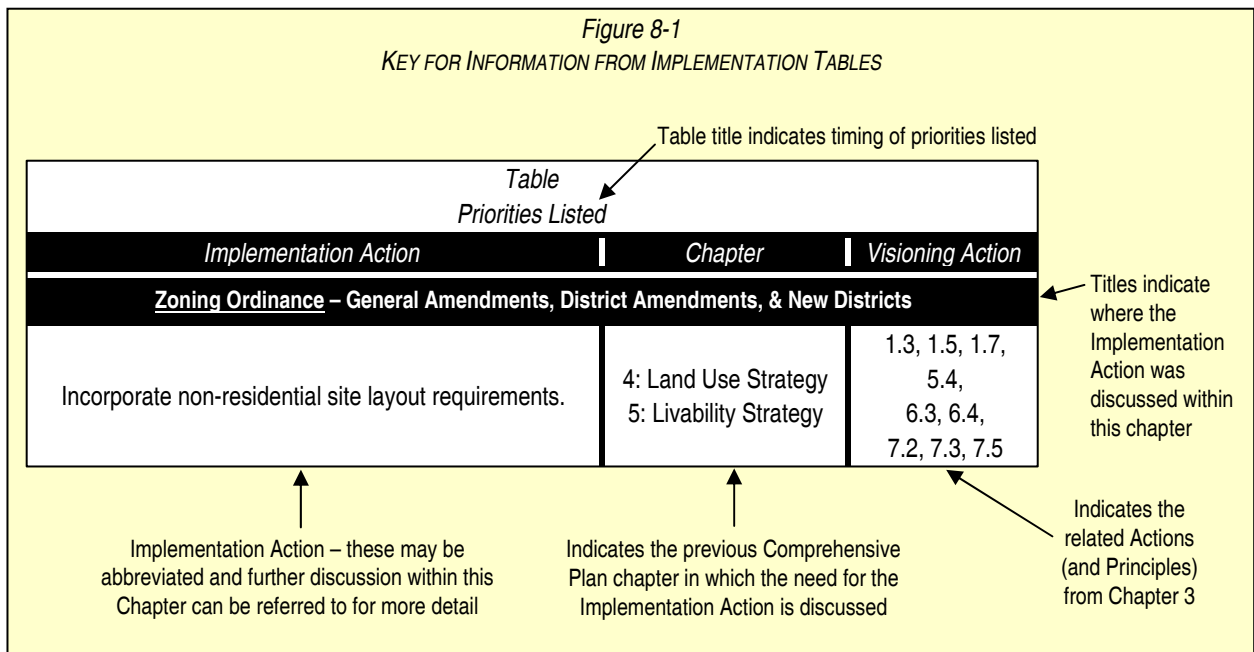
Few cities have the ability to provide all services and related funding autonomously—Frisco is no exception. Intergovernmental planning partnerships are especially important to a city like Frisco, given that it is surrounded by other municipalities and has several major roadways. Intergovernmental implementation measures should include the following:

- ❖ The City should work with the Texas Department of Transportation (TxDOT) on state highway and roadway improvements. Cities that work with this state agency are often able to secure monies (usually a percentage of the improvement allocation) for landscaping and streetscape enhancements.
- ❖ The City should work with the North Texas Tollway Authority to make mutually beneficial decisions with regard to the Dallas Tollway.
- ❖ The City should continue to consider and work with neighboring communities on cultural venues, roadway challenges, and regional transit.
- ❖ The City should investigate the availability of funds from Collin County and Denton County for capital improvements. Historically, funding from the counties has been available for parks, roadways, and public facilities.

Comprehensive Plan Priorities

The four tables on the following pages provide a coordinated listing of Plan implementation priorities. Each table lists these priorities in relation to the implementation techniques under which they were discussed earlier in this chapter. Few cities have the ability to implement every recommendation or policy within their comprehensive planning document immediately following adoption—Frisco is no exception. Comprehensive Plan implementation, therefore, must be prioritized to guide immediate actions, longer-term actions, and on-going actions. These priorities must be balanced with timing, funding, and City staff resources, and they should be coordinated with various bond committees and their related priorities. While they all share some level of importance because they warranted discussion within the Plan, they cannot all be targeted for implementation within a short time period; some must be carried out over a longer period of time. Other than the delineation of these priorities into immediate, short-term, long-term, and on-going, there are in no order of priority.

The first table (*Table 8-1*, on the following page 8.38) lists the top six priorities that should be targeted for implementation within the year following the adoption of this *2006 Comprehensive Plan*. The second table (*Table 8-2*, pages 8.39 to 8.41) lists short-term priorities that should be implemented in the first five years following the adoption of this Plan. The third table (*Table 8-3*, page 8.42) lists long-term priorities that should be secondary to the short-term priorities, and that will likely take five years or more to implement. The fourth table (*Table 8-4*, pages 8.43) outlines Plan priorities that will not be able to be achieved with a one-time action; these will need to be on-going implementation action that will need to be continually pursued. The following figure shows how further information from these tables can be found within this *Implementation Strategy*, as well as in other chapters of the Plan.





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Table 8-1
IMMEDIATE IMPLEMENTATION ACTION PRIORITIES

<i>Implementation Action</i>	<i>Chapter</i>	<i>Visioning Action</i>
<u>Zoning Ordinance</u>		
Determine whether form-based zoning is a better approach to implement Plan policies (in certain areas) than mixed use districts. If a form-based program is better, incorporate such an option.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy 7: Growth Strategy	1.2, 1.5, 1.8, 3.1, 3.2, 3.3, 7.1, 7.2, 7.5, 11.1, 12.2, 15.3
<u>Other Development Regulations</u>		
Use a Tiered System of Evaluation (<i>Table 5-2</i>) in the development review process to determine the appropriateness of a zoning proposal.	4: Land Use Strategy 5: Livability Strategy	7.1, 7.2, 15.2, 15.3, 16.4
Evaluate tributaries to determine the highest quality riparian corridors and to identify riparian corridors that can be restored to an appropriate functioning condition. Preservation of these corridors, and appropriate buffer areas if needed, should then be required by ordinance.	5: Livability Strategy	1.5, 3.1, 3.2, 6.8, 6.9, 7.5, 15.1, 15.4
Identify the appropriate buffer size for tributaries, outside of the erosion control setback, to protect and/or help to reestablish ecological functionality. Appropriate protection requirements (e.g., buffer areas) should then be established by ordinance.	5: Livability Strategy	1.5, 3.1, 3.2, 6.8, 6.9, 7.5, 15.1, 15.4
<u>City Programs/Projects</u>		
Allocate funds toward the establishment of Grand Park.	5: Livability Strategy	6.1, 6.10
Consider developing an integrated Fiscal Impact Analysis (FIA) system. An independent consultant firm with expertise in this area will likely be needed.	7: Growth Strategy	2.1, 2.3, 7.5, 10.1, 17.2



Table 8-2
SHORT-TERM IMPLEMENTATION ACTION PRIORITIES

Implementation Action	Chapter	Visioning Action
Zoning Ordinance – General Amendments, District Amendments, & New Districts		
Incorporate non-residential site layout requirements.	4: Land Use Strategy 5: Livability Strategy	1.3, 1.5, 1.7, 5.4, 6.3, 6.4, 7.2, 7.3, 7.5
Require residential developments that are 20 acres or more in size to include housing unit types other than single-family.	5: Livability Strategy	1.5, 1.8, 1.10, 5.1, 7.2, 7.5, 8.1, 8.2
Review and update parking requirements.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	1.3, 1.5, 1.7, 3.2, 6.3, 7.5
Review and update screening regulations, with consideration toward integration of residential and non-residential uses and allowing alternatives to screening walls.	5: Livability Strategy	1.2, 1.5, 3.3, 5.2, 6.3, 7.1, 7.2, 7.5
Require big-box retail buildings divide facades visually, finish out all visible facades, and integrate other retail uses and/or land use types.	5: Livability Strategy	1.3, 1.5, 5.2, 6.3, 7.3, 7.5
Consider integrating maximum gross density per acre requirements as an alternative to minimum lot size requirements in residential zoning districts.	5: Livability Strategy	1.5, 1.8, 1.10, 3.2, 5.1, 6.9, 7.2, 7.5, 8.1, 8.2, 8.3
Amend the Multiple-Family Zoning Districts (MF-1 and MF-2) to permit a mix of land uses by right.	4: Land Use Strategy	1.2, 1.5, 1.8, 1.10, 3.3, 5.1, 7.1, 7.2, 7.5, 8.1, 8.2, 9.3, 12.2, 15.3
Determine whether form-based zoning is a better approach to implement Plan policies (in certain areas) than mixed use districts. If a form-based program is better, incorporate such an option.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy 7: Growth Strategy	1.2, 1.5, 1.8, 3.1, 3.2, 3.3, 7.1, 7.2, 7.5, 11.1, 12.2, 15.3
Incorporate a Mixed Use Residential and a Mixed Use Non-Residential zoning district (unless form-based zoning is used instead).	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy 7: Growth Strategy	1.2, 1.5, 1.8, 3.1, 3.2, 3.3, 5.2, 7.1, 7.2, 7.5, 9.3, 11.1, 12.2, 15.3
Incorporate a Cluster Development Plan (CDP) option into the <i>Comprehensive Zoning Ordinance</i> .	4: Land Use Strategy 5: Livability Strategy 7: Growth Strategy	1.5, 1.6, 1.8, 1.10, 3.1, 3.2, 5.1, 6.8, 6.9, 7.2, 7.5, 9.2, 15.1, 15.2, 15.3, 15.4
Subdivision Ordinance – General Amendments, Interconnectivity		
Incorporate residential site layout requirements.	4: Land Use Strategy 5: Livability Strategy	1.5, 1.6, 1.8, 3.1, 3.2, 5.1, 7.5, 8.3, 9.2, 15.1
Review and update current requirements and standards for developer and City participation in the extension of infrastructure for within City limits and the ETJ.	7: Growth Strategy	1.5, 3.1, 3.3, 7.5, 10.1, 15.2, 15.3, 16.3, 16.4, 17.2



Table 8-2, Cont'd
SHORT-TERM IMPLEMENTATION ACTION PRIORITIES

Implementation Action	Chapter	Visioning Action
Subdivision Ordinance (Cont'd) – Interconnectivity, New Street Cross-Sections & New Trail Cross-Sections		
Incorporate additional pedestrian access and connectivity requirements.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	1.7, 4.1, 5.1, 5.2, 6.3, 7.1, 7.2, 7.5, 9.1, 9.2, 11.1, 11.5, 13.3
Require the construction of cul-de-sacs to be minimized in new developments to increase street connectivity.	5: Livability Strategy 6: Transportation Strategy	5.2, 10.2, 11.1, 12.4
Determine the exact dimensions and geometrics for the recommended new street sections. These should be established by the City's Engineering Services Department, and then amended into the <i>Thoroughfare and Circulation Design Requirements</i> .	6: Transportation Strategy	11.1, 12.1, 12.2, 12.3, 12.5, 12.6
Create a cross section for a 12-foot, off-street hike and bike trail, and then amend it into the <i>Thoroughfare and Circulation Design Requirements</i> or <i>Subdivision Regulation Ordinance</i> , as applicable.	6: Transportation Strategy	1.7, 4.1, 5.1, 5.2, 7.1, 7.2, 7.5, 9.1, 9.2, 11.1, 11.5, 13.3
Other Development Regulations – Suggested Changes in Review Procedure, Environmental Regulations, Park Dedication		
Use a Tiered System of Evaluation (<i>Table 5-2</i>) in the development review process to determine the appropriateness of a zoning proposal.	4: Land Use Strategy 5: Livability Strategy	7.1, 7.2, 15.2, 15.3, 16.4
Integrate concepts for positive growth into the development review process.	7: Growth Strategy	3.1, 3.2, 3.3, 6.8, 7.5, 15.1, 15.2, 15.3, 16.2, 16.3, 16.4, 17.2
Evaluate tributaries to determine the highest quality riparian corridors and to identify riparian corridors that can be restored to an appropriate functioning condition. Preservation of these corridors, and appropriate buffer areas if needed, should then be required by ordinance.	5: Livability Strategy	1.5, 3.1, 3.2, 6.8, 6.9, 7.5, 15.1, 15.4
Identify the appropriate buffer size for tributaries, outside of the erosion control setback, to protect and/or help to reestablish ecological functionality. Appropriate protection requirements (e.g., buffer areas) should then be established by ordinance.	5: Livability Strategy	1.5, 3.1, 3.2, 6.8, 6.9, 7.5, 15.1, 15.4
Improve the way in which park dedication requirements are currently written (as outlined within this Strategy).	5: Livability Strategy	1.6, 1.7, 5.1, 6.12, 7.2, 7.5, 8.3, 9.2, 11.5
Capital Improvements Program – Pedestrian & Bicycle Routes		
Concentrate funds for pedestrian and bicycle routes initially on establishing City-wide, major "anchor" trails and on establishing trails in special areas of the City.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	1.7, 4.1, 4.4, 4.7, 6.1, 9.2, 11.1



Table 8-2, Cont'd
SHORT-TERM IMPLEMENTATION ACTION PRIORITIES

Implementation Action	Chapter	Visioning Action
City Programs/Projects – Grand Park, Hike & Bike Master Plan Update, Fiscal Impact Analysis, City Transit System Feasibility Analysis		
Designate a City TDM Coordinator.	6: Transportation Strategy	11.1, 11.3, 14.2
Allocate funds toward the establishment of Grand Park.	5: Livability Strategy	6.1, 6.10
Update the City's currently adopted <i>Hike and Bike Trail Master Plan</i> in the near future.	5: Livability Strategy 6: Transportation Strategy	11.5
Consider developing an integrated Fiscal Impact Analysis (FIA) system. An independent consultant firm with expertise in this area will likely be needed.	7: Growth Strategy	2.1, 2.3, 7.5, 10.1, 17.2
Conduct an in-depth analysis of the feasibility of a City transit system. Aspects to consider include costs and benefits, potential ridership, location, and type of transit. A transportation engineering/planning consultant firm with expertise in this area will likely be needed.	6: Transportation Strategy	11.1, 11.3, 11.6, 13.1, 13.2
Incentives & Financing Programs – Green Building Incentives,		
Explore options for an incentive-based program for non-residential green building program.	5: Livability Strategy	1.5, 3.1, 3.2, 6.8, 15.4
Public/Private Partnerships – Neighborhood Conditions Analysis, Partnerships with Neighborhood Associations & Civic/Social/Religious Organizations or Local Businesses, Private University/Cooperative Center Feasibility Analysis		
Conduct an analysis of existing conditions in older neighborhood areas. Then, use this documentation to establish sustainability and maintenance trends on an on-going basis.	4: Land Use Strategy 5: Livability Strategy	1.6, 1.7, 1.9, 1.11, 9.1, 9.4, 9.5, 11.2, 12.7, 12.8
Coordinate and help Neighborhood Associations & Civic/Social/Religious Organizations to facilitate a one-day home improvement event annually or biannually, during which minor repairs to homes (such as painting, landscaping, general clean-up, etc.) could be completed.	4: Land Use Strategy 5: Livability Strategy	1.9, 6.6, 9.4, 9.5
Work with local businesses to implement the Transportation Demand Management (TDM) techniques recommended within the <i>Transportation Strategy</i> (Chapter 6)	6: Transportation Strategy	11.1, 11.3
Commission an independent study of whether it is feasible for a private university or cooperative higher education center to be attracted to Frisco.	5: Livability Strategy	2.1, 6.1, 6.11





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Table 8-3
LONG-TERM IMPLEMENTATION ACTION PRIORITIES

<i>Implementation Action</i>	<i>Chapter</i>	<i>Visioning Action</i>
<u>Other Development Regulations</u> – Suggested Changes in Review Procedure, Environmental Regulations		
Consider options for possible redevelopment as proposed new developments are reviewed.	5: Livability Strategy	1.2, 1.5, 3.1, 3.2, 3.3, 4.5, 5.4
<u>Capital Improvements Program</u> – Pedestrian & Bicycle Routes		
Investigate opportunities for retrofitting pedestrian and bicycle routes into areas that are currently developed, especially areas that may be in need of improvement (e.g., older areas of the City).	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	1.9, 1.11, 4.1, 4.4, 4.7, 6.6, 9.1, 11.1, 11.5, 13.3, 13.4
<u>City Programs/Projects</u> – Improvements to Existing Neighborhoods/Areas		
Identify projects for retrofitting elements discussed within this Comprehensive Plan (e.g., connectivity, mixing land uses, access to parks, streetscape enhancements, etc.) in existing areas. Prioritize these projects, and allocate funds on an annual basis to complete them.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	1.9, 1.11, 4.1, 4.4, 4.7, 6.6, 9.1, 9.4, 9.5, 12.7, 12.8, 13.4
<u>Incentives & Financing Programs</u> – Increased City Participation in Development Costs		
Consider adopting a policy to waive specific development fees 1) in identified areas in which development is preferred, 2) for preferred types of development, such as mixed use, and 3) in redevelopment situations.	7: Growth Strategy	1.5, 3.1, 3.3, 4.5, 12.2, 15.2, 15.3, 16.4
Work with local economic development agencies to establish a program that would encourage older businesses to make aesthetic and pedestrian improvements.	5: Livability Strategy	1.4, 4.3, 4.8, 6.6
<u>Public/Private Partnerships</u> – Workforce Housing Assistance, Coordination with Local Businesses		
Consider establishing a first-time homebuyer program that could be used in relation to housing types other than single-family, such as townhomes or lofts.	4: Land Use Strategy 5: Livability Strategy	1.8, 5.1, 7.2, 8.1, 8.2, 15.3
<u>Intergovernmental Partnership</u> – Regional Rail Transit		
Establish a two-faceted local transit authority that focuses on both 1) regional rail, and 2) whether a local transit system is feasible.	6: Transportation Strategy	11.1, 11.6, 13.1, 13.2, 13.4, 14.2



Table 8-4
ON-GOING IMPLEMENTATION ACTION PRIORITIES

Implementation Action	Chapter	Visioning Action
Capital Improvements Program – Pedestrian & Bicycle Routes, Roadway Improvements, Water & Wastewater Facilities		
Allocate capital funds to the establishment of pedestrian and bicycle routes on a regular, annual basis.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	4.1, 6.1, 9.1, 9.4, 10.1, 11.1, 11.3, 11.4, 11.5, 13.3, 13.4
Make roadway improvements with consideration toward the concepts of urban design that are discussed within this Plan.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	6.2, 6.6, 12.7
Allocate funds to make roadway improvements on a regular, annual basis. The <i>Thoroughfare Plan</i> (Plate 6-1, page 6.12) should continue to be used as a guide for expenditures.	6: Transportation Strategy	11.2, 11.3, 11.4, 12.7, 12.8
Use the Water and Wastewater Capital Improvements Program (CIP) study (as it is currently and may be amended) as a guide for expenditures.	7: Growth Strategy	10.1, 16.2, 17.2, 17.3
City Programs/Projects – Public Art		
Continue the Public Art Program, which helps fund local art initiatives. (The program should continue to receive a percentage of Frisco's Capital Project Funds budget to finance its activities.)	5: Livability Strategy	2.1, 6.1, 6.4
Incentives & Financing Programs – Impact Fees		
Consider different impact fees for areas that achieve specific livability objectives (i.e., based on location and degree of compliance).	7: Growth Strategy	1.5, 3.1, 3.2, 3.3, 15.2, 15.3, 16.4
Public/Private Partnerships – Collaborations with Local Education Providers, Tourism Support Programs to Promote "Destination City" Status		
Continue to work with local school districts and local colleges on educational planning efforts.	5: Livability Strategy 7: Growth Strategy	6.11, 7.4, 10.3
Work with the Frisco Economic Development Corporation (FEDC), the Frisco Convention & Visitors Bureau (FCVB), and other tourism-related interests to market Frisco as a destination City.	5: Livability Strategy	6.1
Intergovernmental Partnerships – Regional Rail Transit, Bus Transit Program–Continued Partnership		
Continue to work closely with the NCTCOG and other area cities to establish a regional commuter rail line.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	11.1, 13.1, 13.2, 13.4, 14.2
Ensure that the three rail stations planned for within the City remain in Frisco, and encourage additional stations within Frisco, if possible.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	11.1, 13.1, 13.2, 13.4, 14.2
Continue the current bus transit programs as alternative transportation options.	4: Land Use Strategy 5: Livability Strategy 6: Transportation Strategy	11.1, 13.4, 14.2

